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1984

# ANNUAL REPORT TO THE GOVERNOR

ON

THE MONTANA E.E.O.

and

**AFFIRMATIVE ACTION PROGRAM**

For the period ending June 30, 1984

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# 1984 EEO ANNUAL REPORT

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## FOREWORD

### CHAPTER I

This report focuses on the EEO and Affirmative Action programs operating in Montana state government agencies under Executive Order 24-81 signed in October, 1981. It is the policy of the state government of Montana to provide equal opportunity in state employment for all qualified persons, to prohibit discrimination in employment because of race, sex, color, national origin or disability, and to promote the full realization of equal employment opportunity through a positive, continuing program in each executive department.

The purpose of the State's EEO program is to protect citizens from deliberate and/or unintentional discrimination that has the effect of limiting employment and advancement opportunities because of race, sex, or disability.

In 1981, following the approval of voluntary race/sex conscious affirmative actions measures by the U.S. Supreme Court, the State Personnel Division revised its program guidelines. Since then slow but steady progress has been underway in the program which covers women, minorities and the handicapped.

Executive Order 24-81 assigns authority to agency administrators to implement affirmative action plans and goals, and holds them accountable for progress. Because all personnel decisions such as hiring, promotions, and terminations are made by the individual agencies, the responsibility for the progress of EEO and affirmative action plans and programs rests with the agency heads, EEO/Personnel officers and agency management. Each agency has the responsibility for developing its own goals and programs of action consistent with the State's EEO guidelines.

The underlying goal of any organization implementing an EEO program is to obtain a workforce that is representative of the available labor force at all levels and job categories. However, defining the available labor force is both the most difficult and most important task in monitoring a program, because it requires the determination as to what the expected

representation for each job category and for each affected class covered by the affirmative action program should be.

In order to evaluate the progress made by state government in the 1983/84 program year, this report is organized into two major sections.

The first section shows the net progress made by all state agencies combined together (except for the University System). These statewide statistics and analysis are presented in Chapter III.

When reviewing Chapter III, please remember that given the organization of state government, the progress made by the state government as an entity cannot be determined by adding up the gains made by individual agencies. A "new hire" in one agency, for example, can simply be a loss from another agency. As a result, new hires do not equate to net gains for the state.

Chapter IV deals with individual agency programs and their progress. A point to keep in mind is that in some cases a department is made up of several independent agencies that have no operational relationships to each other. An example is in the Department of Education which contains the Montana Historical Society, the Montana State Library, and the three agencies which operate under the Board of Education (i.e., School for the Deaf and Blind, Fire Services Training, and the Board of Education). Each of these entities has its own governing body and five of the six agencies have their own affirmative action plans and programs.

## CHAPTER II

### EXECUTIVE SUMMARY

The 1983/84 program year brought mixed results for the State's Equal Employment Opportunity Program. Although there were significant accomplishments by agencies in the employment of handicapped persons, almost no change was recorded by women or minority employees.

The lack of continued progress for women and minorities is believed to be due to the diversion of attention away from the achievement of Affirmative Action goals because of mixed signals from the federal government, because of the statutory obligations of the Montana Employment Preference law and to the relative lack of experience on the part of women and minorities in many non-traditional job fields.

Specifically, a review of this report reveals that:

- The number of handicapped employees has increased by 38.5% in 1983/84 program year, on top of the significant changes made in the previous year;
- The number of women employed as administrators and officials in permanent full-time jobs during the 1983/84 program year has increased only 1.5%, compared to the 3.4% increase in the previous program year, while the number of women employed as permanent full-time professionals decreased by .6%.
- Women continue to be substantially over-represented in the lower pay grades in all the job categories, while they are substantially under-represented in the higher pay grades;
- The overall representation of women in State Government has risen

to 44.9%; 2.3% greater than their civilian labor force availability which is 42.6%.

- Women are 13.5% and 23.2% more successful at obtaining promotions into managerial/professional and technician jobs respectively than they are being hired into them;
- The number of minorities employed by the state showed no change during program year 1983/84 compared to the 1% increase in the previous program year;
- Minority representation in state government is currently at 2.9% while their civilian labor force availability is 4.8%.

These and other details of the above are discussed in Chapter III. -  
The State EEO Program Evaluation.



## CHAPTER III

### 1984 STATE EEO PROGRAM EVALUATION

Although some state agencies include other groups, all state agencies are required by State Personnel Division guidelines to include women, minorities and the handicapped in their affirmative action plans. Because of substantial differences in approaches used and results obtained with each of these three target groups, this report will analyze the progress of each group individually.

Table A displays a summary of the representation of female, handicapped and minority group employees of all state agencies (except the University System) as of June 30, 1984. Only permanent full-time employees are included in the totals. In addition to these employees there are an additional 1191 other-than-permanent-full time employees of whom 49.0% are female, 1.6% are minority and approximately 2.4% are handicapped..

TABLE A

Summary of Representation of Permanent Full-time Employees  
by Job Category

Job Category	Female %	Minority %	Handicapped * %
Administrators	18.1	2.4	3.6
Professionals	33.1	2.4	3.8
Technicians	51.7	3.1	2.9
Protective Services	7.0	2.9	1.7
Para-Profession- als	65.1	3.2	2.2
Clerical	89.7	2.8	2.5
Skilled Craft	1.9	2.5	2.1
Service	14.3	4.4	3.1
Total	44.9	2.9	3.0

\* Handicapped percentages include permanent full-time  
and part-time employees.

A. EEO for Women.

Given the demography of Montana, the largest target group or "affected class" addressed by the Montana EEO guidelines is women. According to the Montana Annual Planning Information report by the State Department of Labor and Industry, 42.6% of all persons who are employed or are seeking employment (i.e. the Labor Force) are women.

Table B shows the distribution of these women in the labor force by type of work held or being sought and compares those figures to the current representation in equivalent state jobs.

Table B

Representation of Women in the Montana Labor Force Compared  
to Montana State Government

Job Category	% Female in Labor Force	% Female in State Government*
Managers and Administrators	30.6	18.0
Professionals	49.1	33.9
Clerical	81.8	89.5
Protective Services	11.3	7.0
Technicians	49.3	50.1
Crafts	5.2	1.9
Others	34.6	42.1
TOTAL	42.6	44.8

\* Includes all employees.

Although the overall representation of women is higher in state government by 2.2%, closer inspection shows that the state continues to lag behind the labor force in the non-traditional job categories of administrators, professionals, protective services and skilled crafts. This comparison is an important one since the labor force representation is a prime indicator of the percentage of an affected class that can be expected to be present in an employers' work force.

Perhaps a more important indicator of program progress can be gained by an examination of the results of various employment actions that occurred during program year 1984.

Table C is a summary of new hire, promotion and termination decisions made during program year 1984.

As used in this table a "new hire" is a hire in which the person selected was not a current employee of the same state agency. A "promotion" is an employment decision in which a current employee of the agency changed EEO job categories. Both new hires and promotions represent opportunities for management to apply their affirmative action plans to correct under-representation.

Table C also includes termination actions. "Terminations" are actions in which the former employee either voluntarily or involuntarily severed the employment relationship with their employer.

It must be remembered that these employment decisions cannot be directly interpreted as net gains or losses to the state since a loss in one agency may be caused by a new hire of the same person by another agency.

TABLE C

New Hire, Promotion and Termination Rates for Women Compared to Their Labor Force Availability and Current Representation  
(all agencies, permanent jobs only)

Job Category	Labor Force	Current Representation	New Hire Rate	Promotion Rate	Termination Rate
Administrators	30.6	18.0	20.6	29.3	17.9
Professionals	49.1	33.9	35.3	48.8	42.1
Technicians	49.3	50.1	45.3	68.5	65.9
Protective Services	11.3	7.0	13.5	33.3	9.0
Clerical	81.8	89.5	89.4	86.7	85.4
Craft	5.2	1.9	16.0	3.7	7.0
TOTAL	42.6	44.8	54.5	55.4	51.3

In the professional and managerial categories, the trends appear positive. The new hire rates and promotion rates are both higher than the current representation which should lead to improvements as long as the termination rates are not unduely high. In administrative jobs this is currently the case but professional women are terminating at a higher rate than their current representation which makes progress difficult.

Women are, in most categories, more successful in being promoted than in being initially hired. In most cases the promotion rate approximates the labor force availability, but the "new hire" rate is significantly lower. There are several possible explanations for the limited success of women in being newly hired into professional and administrative jobs.

For the most part, the hiring process is based on the review of documents submitted by applicants. The tendency on the part of the hiring officials is to break ties among persons who meet basic qualifications in favor of those with more years of experience. This tendency is based on the assumption that "more is always better" when experience is evaluated, an assumption that is not always true. When competing to be newly hired, women may be disadvantaged because they generally possess fewer years of work experience compared to men. Unlike hiring decisions which are mostly based on documents, promotions are frequently based more on actual performance on the job and less on paper qualifications. When decisions are based on job performance, women usually are not as disadvantaged by relative inexperience, employment preferences or biases.

The recently enacted employment preference law (39-30-101, et. seq., MCA) is applicable only to new hires and not to promotions. Since 96.2% of Montana's veterans are male, the new act may operate to reinforce past disadvantages and make it more difficult for women to enter non-traditional occupations. Women would have to be substantially better qualified than the preferred person to be hired.

Although the current preference law may make it somewhat more difficult to implement affirmative action programs, the absolute preference in

force from June to December of 1983 likely had a greater negative impact. On June 13, 1983, the Supreme Court interpreted Montana's Veterans' Preference Act as an absolute preference in Crabtree vs. Montana State Library. A special session of the legislature modified the preference to a tie breaker in December of 1983. Also important for affirmative action programs, the legislature reduced the number of persons eligible for preference. The number eligible for preference will again be significantly reduced when the 5-year grandfather provision runs out in 1988.

Disproportionately high termination rates can offset any gains made under an affirmative action plan which primarily focuses on hiring and promotions. Although the employer does not have as full control over terminations as they do over new hires and promotions, much can be done. Through increased attention to and monitoring of terminations many terminations of affected class members might be avoided by improving on-the-job conditions, eliminating unnecessary barriers and by ensuring equity of treatment.

As noted above, the sum of various employment decisions at the agency level does not directly relate to net progress for state government. Table D, however, shows the effect of these decisions as measured in total net change for the last three program years and since the first Affirmative Action Program was implemented in 1975.

TABLE D

Summary of Representation of Women by Job Category  
(Permanent Full-time)

<u>Category</u>	<u>1975</u> %	<u>1982</u> %	<u>1983</u> %	<u>1984</u> %
Administrators	10.9	13.2	16.6	18.1
Professionals	28.8	32.4	33.7	33.1
Technicians	37.4	52.7	54.6	51.7
Protective Services	3.0	5.3	5.4	7.0
Para-Professional	60.6	67.4	66.6	65.1
Clerical	86.7	85.9	86.8	89.7
Skilled Craft	3.7	1.3	1.7	1.9
Service	28.8	18.4	16.6	14.3

Progress in the administrators, protective services and skilled craft categories continued through the 1984 program year although gains were less than those during the previous year.

There has been a decrease in the representation of professional women since the 1983 Annual Report. The percentage of women newly hired into permanent full-time jobs was significantly lower during 1984 than during the previous two years as shown in Table E.

TABLE E

	<u>1982</u>	<u>1983</u>	<u>1984</u>
Percent of New Hires that are Female	40.3%	45.1%	34.4%

A contributing factor to this drop in the representation of women is the current confusion in the minds of many hiring officials over the appropriate amount of attention and resources to devote to EEO and Affirmative Action programs and goals. This confusion has been generated by wide-spread media reporting of the comments of various federal officials who are publicly seeking the outlawing of many of the A.A. practices that have been ordered by or approved by state and federal courts over the last fifteen years. Confusion is also caused by what many people view as the subordination of EEO to other public policies such as preference for handicapped persons or veterans. The result of these and other actions is that many managers who were previously committed to EEO and Affirmative Action are now more hesitant to carry out those responsibilities and those who had been less committed now have a new reason to avoid their responsibilities. The state and federal courts have, however, so far largely rejected these new interpretations and have continued to apply the various civil rights laws as they have in the past - often catching less committed employers in between the administration's and the court's interpretations of the law.

One area of continuing concern is the representation of women in the various pay grades. Table F compares the number of men and women at each pay grade in the general pay plan.

TABLE F

A Comparison of Permanent Men and Women Employees  
in the Various Pay Grades Under the General Pay Plan (060)

<u>Grade</u>	<u>Total</u>	<u>Number of Men</u>	<u>Number of Women</u>	<u>Percentage of Men</u>	<u>Percentage of Women</u>
04	5	1	4	20.0	80.0
05	99	16	83	16.2	83.8
06	471	102	369	21.6	79.4
07	443	147	296	33.2	66.8
08	795	200	595	25.2	74.8
09	651	236	415	36.3	63.7
10	669	243	426	36.3	63.7
11	708	370	338	52.3	47.7
12	787	452	335	57.4	42.6
13	774	554	220	71.6	28.4
14	875	716	159	81.8	19.2
15	590	464	126	78.6	21.4
16	337	282	55	83.7	16.3
17	203	168	35	82.6	17.4
18	112	101	11	90.2	9.8
19	57	51	6	89.5	10.5
20	21	20	1	95.2	4.8
21	14	14	0	100	0
22	9	9	0	100	0
23	1	1	0	100	0
24	1	1	0	100	0
TOTAL	7622	4148	3474	54.4	45.6

Table F shows a very uneven distribution between men and women through the various grade levels of the general pay plan.

In the higher pay grades (13 - 24) women are under-represented in comparison to their labor force availability and in the lower pay grades (4 - 11) they are over-represented. Some 63% of the women who work in state government are at grade 10 or below compared to 22.8% of the men. Only at the entry professional grade levels 11 and 12 is there any approximation of the labor force representation rate of 42.6%

The large percentage of women in lower pay grades is largely due to the heavy concentration of women in low paying clerical jobs. The more representative figures in entry professional jobs may be attributable to the effects of Affirmative Action programs in state agencies. These programs have frequently concentrated on entry level positions assuming that these persons would ultimately move up into managerial positions.

B. EEO for Minorities.

The EEO program for minorities in the State of Montana differs considerably from programs in other states. This is basically due to the facts that:

- 1) the number of minorities in Montana is smaller than in most other states and;
- 2) minorities are not evenly distributed in all geographic areas of the state and do not live in the recruiting area for many entry level jobs.

According to the recent figures released by the Department of Labor and Industry, the total number of minorities in the Montana labor force is 19,465 or 4.8% of the state's civilian labor force. Out of the 19,465 minorities, 80.7% are Native Americans.

Because most minorities are concentrated in certain geographic areas of the state, the effective minority representation in the labor force range from 1.0% to 3.5%. In those parts of the state where most employment opportunities with state government are available, the availability of minorities tends to be closer to the 1% end of the scale.

Table G compares the percentage of minorities in each job category to their representation in the state-wide labor force.

TABLE G

Job Category	Percentage of Minorities in Montana Labor Force	Percentage of Minorities in State Government
Administrators and Managers *	3.1	2.4
Professionals *	3.4	2.4
Technicians	3.2	2.9
Protective Services	6.0	2.8
Office Clerical	4.4	2.7
Skilled Craft	3.9	2.5
All Others	6.2	3.1

\* Positions for these categories are normally recruited for state-wide,



the remaining categories are normally recruited for in the local areas where the jobs exist.

Additional effort is necessary for the state to attain the statewide labor forces representation in those jobs where recruitment is conducted statewide. Representation of jobs recruited for locally is also deficient with respect to statewide availability but is fairly reflective of the labor markets in which the jobs are located.

TABLE H  
Success Rate of Minorities in Hires, Promotions, Terminations  
by Job Categories in 1983/84

<u>Job Categories</u>	<u>Percentage of Hires</u>	<u>Percentage of Promotions</u>	<u>Percentage of Terminations</u>
Administrators	2.2	2.4	0
Professionals	1.5	1.6	2.8
Technicians	4.4	4.8	3.7
Protective Services	4.1	11.1	7.5
Para-Professionals	3.2	6.3	3.9
Office Clerical	3.1	6.7	7.2
Skilled Craft	4.3	3.7	4.5
Service Maintenance	-	2.4	2.9
TOTAL	2.9	4.1	4.6

As is the case with women, minorities tend to get promotions from one job category to another job category at a higher rate than they are hired into them. Again, their lack of experience, is considered to be one of the main factors that prevents them from obtaining a better rate of hiring when compared with their rate of promotion. Once on the the job, however, they are able to make up for the relative lack of experience through their ability to perform their duties satisfactorily.

Table H also shows a disproportionately high turnover rate for minority employees. Although the representation of minorities is 2.9%, the number of transactions in which minorities terminated employment with their agency was 4.6%.

Table I shows the net progress of minorities since 1975 at the state level. Although considerable progress has been made since 1975, very little change occurred in the last program-year.

TABLE I

Employment of Minorities by Job Categories  
in 1975, 1982, 1983, and 1984

Job Categories	1975 %	1982 %	1983 %	1984 %
Administrators	1.3	2.0	1.8	1.7
Professional	2.4	2.3	2.4	2.3
Technicians	2.3	2.9	2.8	3.2
Protective Services	1.0	3.3	2.7	2.9
Para-Professionals	2.1	3.5	3.3	3.3
Office Clerical	2.0	2.9	3.7	3.3
Skilled Craft	3.1	2.0	1.7	2.5
Service Maintenance	2.1	3.9	4.0	4.6
TOTAL	2.2	2.8	2.9	2.9

A likely contributing factor to this leveling off is the distraction from affirmative action created by the absolute veteran's preference and the confusing signals on affirmative action from the courts, the compliance agencies and the national administration.

C. EEO for the Handicapped.

According to the 1980 census, approximately 4.9% of the Montana labor force is employably disabled (i.e. their disability does not prevent them from working).

Table J shows the distribution of disabled employees in permanent state positions by job category.

Table J

Representation of Disabled State Employees  
by Job Category (Permanent Jobs)

<u>Job Category</u>	<u>% Disabled Employees</u>
Administrators	3.6
Professionals	3.8
Technicians	2.9
Protective Services	1.7
Para-Professionals	2.2
Clerical	2.5
Skilled Craft	2.1
Service	3.1
TOTAL	3.0

Due to the lack of statistics regarding the occupational qualifications of disabled persons in the labor force, and because of the wide range of the types and degrees of their disabilities, agencies do not set numerical employment goals for the disabled persons as they do for women and minorities.

The State of Montana in the last two years has more than doubled its employment of disabled individuals. In the last program year alone, the number of disabled employees increased from 205 to 284, an increase of 38.5%. The success of the last two years in employing disabled persons could be attributed to several factors, including:

1) The Windmills Training Package. This training package sponsored by the Governor's Committee on Employment of the Handicapped is helping to change some of the negative attitudes of employers and co-workers towards the handicapped. This training package is designed to eliminate the myths, fears, and stereotypes of managers and co-workers about hiring and working with disabled workers and has proven its success in the past two years.

2) The Veteran and Handicapped Persons Employment Preference Act. The December 1983 Special Legislative Session created a statutory preference for the hiring of disabled veterans or handicapped persons whenever they are found to be among the most qualified to perform a job. This statutory tie-breaker helps the handicapped by balancing against the barriers many handicapped experience in seeking employment.

3) Form A (Handicapped/Disability Selection Guide) and the Guides for Reasonable Accommodation issued by the State Personnel Division have also helped to make agencies more aware of the needs, and in most cases the lack of needs, of handicapped persons. Employers are becoming aware that accommodations for disabled persons are not as expensive as they once thought and that many handicapped employees provide their own accommodations.



## CHAPTER IV

### AGENCY PROGRAMS

Each agency in Montana State Government is responsible for developing, implementing and monitoring its own affirmative action program consistent with the EEO guidelines published by the State Personnel Division under the authority of Executive Order 24-81.

Agency EEO programs vary widely because of differences in agency missions and resources, differences in federal civil rights regulations which govern conduct of certain federally funded but state operated programs and different management philosophies.

1. Some of the agencies reviewed are not under the jurisdiction of the Governor's Executive Order 24-81. Agencies not subject to the program requirements include Legislative and Judicial Branch agencies and Executive Branch agencies that report to elected officials other than the governor.

The following departments are subject to Executive Order 24-81 per 2-15-103, MCA:

Office of the Governor  
Department of Education  
Department of Fish, Wildlife and Parks  
Department of Health and Environmental Sciences  
Department of Highways  
Department of State Lands  
Department of Livestock  
Department of Natural Resources and Conservation  
Department of Revenue  
Department of Administration  
Department of Agriculture  
Department of Institutions  
Department of Commerce  
Department of Labor and Industry  
Department of Military Affairs  
Department of Social and Rehabilitation Services

The following agencies although not subject to the Executive Order voluntarily participate in the State's Affirmative Action Program:

- Office of the Secretary of State
- Office of the Superintendent of Public Instruction
- Department of Justice
- Department of Public Service Regulation.

2. Some agencies, particularly those classified as small agencies, do not have sufficient employees nor resources to effectively carry out an Affirmative Action Plan. Most small and medium size agencies have, at best, one person assigned to both Personnel and Affirmative Action responsibilities, leaving little time available for such activities as validation of selection procedures, special recruitment efforts and training to facilitate upward mobility.

For purposes of program administration, the State Personnel Division classifies state agencies into three categories:

- Small Agency - less than 15 employees
- Medium Agency - 15-100 employees
- Large Agency - more than 100 employees.

The following agencies are classified small agencies for purposes of this report. No utilization analysis was performed for these agencies due to the "small numbers problem."

- Commissioner of Campaign Practices
- Montana Arts Council
- Advisory Council for Vocational Education
- Board of Pardons
- Fire Services Training School

The following departments and offices are classified as medium sized state agencies:

- Department of Agriculture
- Department of Military Affairs
- Department of Public Service Regulation
- Department of Livestock
- Department of Education
- State Auditor's Office

Governor's Office  
Office of the Secretary of State  
Office of Public Instruction

The following departments are classified as large state agencies by the EEO Section. Many of these agencies have sufficient resources and Personnel Office staff to actively pursue an Affirmative Action Program. Several of these agencies additionally are subject to federal affirmative action requirements:

- Department of Justice
- Department of Health and Environmental Sciences
- Department of Fish, Wildlife and Parks
- Department of Highways
- Department of State Lands
- Department of Natural Resources and Conservation
- Department of Revenue
- Department of Administration
- Department of Institutions
- Department of Commerce
- Department of Labor and Industry
- Department of Social and Rehabilitation Services

3. The representation levels of women and minorities in different departments cannot be compared directly for analysis purposes. Any attempt to compare departments must include a consideration of different recruitment areas, labor markets and types of jobs performed.

The work force profile displayed for each department in Appendix B is based on information on file for June 30, 1984. The figures shown for new hires, promotions and terminations are the number of each type of transactions that occurred between July 1, 1983 and June 30, 1983. Each transaction represents an agency opportunity to hire, promote or retain an individual. The figures shown in Appendix B are for Permanent Full-time and Part-time employees in Executive Branch agencies.





CHAPTER V  
ACTIVITIES OF THE STATE PERSONNEL DIVISION

FISCAL YEAR 1984.

The State Personnel Division has been involved in several activities during FY 1984. They are:

1. The Division was intensely involved in supporting the efforts of Legislative Interim Subcommittee 4 which developed a bill to revise the old veteran's preference law as interpreted by the Montana Supreme Court in Crabtree v. Montana State Library. The State Personnel Division researched various EEO related issues and provided the information in testimony both during the subcommittee meetings and during the Special Legislative Session.
2. The Division arranged and co-sponsored the Third Annual EEO Conference with the Montana Human Rights Division. Approximately 120 persons, representing both the public and private sectors, attended - nearly three times the number that attended in 1982.
3. A revised and simplified applicant tracking system was designed and is in the process of being implemented.
4. A guide for using disabled persons as volunteers in state agencies was developed as a means to assist the disabled to gain work experience.
5. A new State Application Form was developed to help implement improved selection procedures and to help administer the revised Employment Preference Act.
6. The State Motor Pool, at the request of the State Personnel Division, installed hand controls in a motor pool vehicle for use by mobility impaired state employees.
7. A survey of physical accessibility of state agency occupied buildings was conducted.

8. A new State Personnel Policy was developed on Equal Employment Opportunity. The policy is now in the review stage and is scheduled for adoption in the fall of 1984.
9. The Governor's Committee on Employment of the Handicapped was re-authorized by Executive Order and a representative from education was added to the committee.
10. Approximately 235 managers attend Windmills training sessions and an additional 13 new persons were trained as Windmills instructors.
11. The Division developed and distributed a new Handicapped Parking Space "Warning." This form is being distributed to jurisdictions and organizations to remind non-disabled persons to not park in designated handicapped parking places.
12. Hundreds of hours of technical assistance were provided to both government and private sector employers, affected class applicants, and the general public to assist them in developing better selection devices, assist them in finding employment or answering their questions or concerns.
13. Technical modifications were made in the computerized Payroll/Personnel/ Position Control System to allow more accurate EEO statistics to be collected and reported. Additional informational elements were collected giving the State Personnel Division the capacity to perform new analysis to monitor program effectiveness.
14. Staff of the Division participated in the development of a new recruitment and selection policy for use by state agencies that should help reduce EEO liability through standardization of recruitment and selection policies and procedures.
15. The effort to conduct training to prevent the occurrence of sexual harassment and continued with approximately 4,500 Executive Branch

state employees having received the training to date. The effectiveness of the training is evident in the fact that only one sexual harassment complaint was filed against state government in 1984, and it was dismissed because of the prompt action taken by the employer. The Montana University system, although not subject to the order, trained an additional 1,500 employees.

16. The Division provided hundreds of hours of research and technical assistance to agencies during fiscal year 1984 to assist in the update and adoption of Affirmative Action Plans for 1984-85. The EEO section assisted agencies to collect, process and analyze statistical information regarding their personnel practices and convert the results of that analysis into an appropriate affirmative action plan. The EEO section reviewed affirmative action plans from 35 different agencies for consistency with state and federal guidelines during the year.

#### FISCAL YEAR 1985

The following items are included in the fiscal year 1985 Workplan for the State Personnel Division.

1. An enlarged and improved Annual EEO Conference has been scheduled for October 17-18, 1984, in Helena. Participants include the Chair of the United States Commission on Civil Rights; the Special Assistant to Assistant Attorney General for Civil Rights; the Equal Employment Opportunity Commission; the Office of Federal Contract Compliance Programs; the Montana Human Rights Commission, and others. The program has been approved for academic credit from Montana State University and for continuing legal education credit by the State Bar of Montana.
2. The Montana EEO Guidelines will be revised to reflect changes in methods, case-law and program experience. The new guidelines will be re-issued in late 1984.

3. New computerized program monitoring reports will be added to those already available allowing agencies to better manage their affirmative action programs.
4. The Department of Labor and Industry, with financial and technical support of the State Personnel Division, will issue an updated edition of "Women on the Move." This digest of statistical information about women will aid in future development of women in the labor force.
5. The Handicapped Employment Coordinator will coordinate a proposed challenge between the public and private sector employers in Montana that is designed to increase the number of disabled persons who hold jobs.
6. New efforts will be undertaken to promote the Windmills program with organizations of private sector employers, disabled persons and disabled veterans.
7. The Division will participate in the development of a new screening device for clerical applicants that can be used uniformly by all state government agencies.
8. The Division will review personnel related bills submitted in the 1985 legislature and will, upon request, provide information or testimony regarding their EEO implications.
9. The outreach efforts of past years to contact and recruit affected class members for employment with state government will be expanded through participation at Job Fairs and other meetings that potential employees may attend.
10. The Division will work to increase the awareness and commitment of agency managers and hiring officials to EEO and Affirmative Action goals through review and monitoring of agency affirmative action plans and activities and through training on EEO issues and principles and their relationship to daily agency operations.

11. Collective Bargaining Agreements negotiated by the State Personnel Division will be reviewed for consistency with established EEO principles. Where appropriate, modifications will be sought through the collective bargaining process.



## CHAPTER VI

### RECOMMENDATIONS

Although much has been accomplished, considerable progress remains to be achieved by State government in the full utilization of all sectors of the labor force.

As detailed earlier in this report, the rate of progress in employing women and minorities in the years 1980 to 1983 has slowed in 1984. Some of this slowdown can be attributed to factors such as program reductions that are clearly beyond the control of agency management. There are however, several areas in which program management can be modified with positive results.

Many day-to-day personnel decisions are made by hiring officials with little training or without recent training in good personnel practices and principles of equal employment opportunity. Some state agencies lack a personnel or EEO professional who can assist their supervisors in making difficult personnel decisions. This allows considerable variance, even within the same agency, in the manner in which hiring, promotion and termination decisions are made.

The experience of the last four years indicates the State's EEO and AA programs will generate results when there is a commitment to make them work. In order to continue the state's progress there must be a clear and continued affirmation of the state's commitment to EEO and a method for ensuring that managers have the knowledge and techniques to implement the commitment.

Recommendation: All persons with responsibility for personnel supervision and personnel decisions should be required to attend initial or refresher training in EEO principles and basic personnel techniques at least once every two years. The training should be designed to give managers the skills and the commitment to successfully implement an agency EEO Program and the knowledge that an aggressive affirmative action program can co-exist with Montana's Veterans and Handicapped Persons' Preference Act.

Recommendation: The governor and other elected officials, including the legislature, should clearly express the commitment of Montana state government to Equal Opportunity and to Affirmative Action as a lawful means of obtaining equal opportunity. All managerial employees should be required to demonstrate a good faith effort towards the achievement of Affirmative Action goals and objectives as part of the evaluation of their performance.

Recommendation: Agency managers, Personnel/EE0 officers should implement their commitments to EEO by setting clear and measurable goals and time tables for their hiring officials and supervisors to eliminate under-representation of affected classes within their agencies.



CHAPTER VII

APPENDICIES

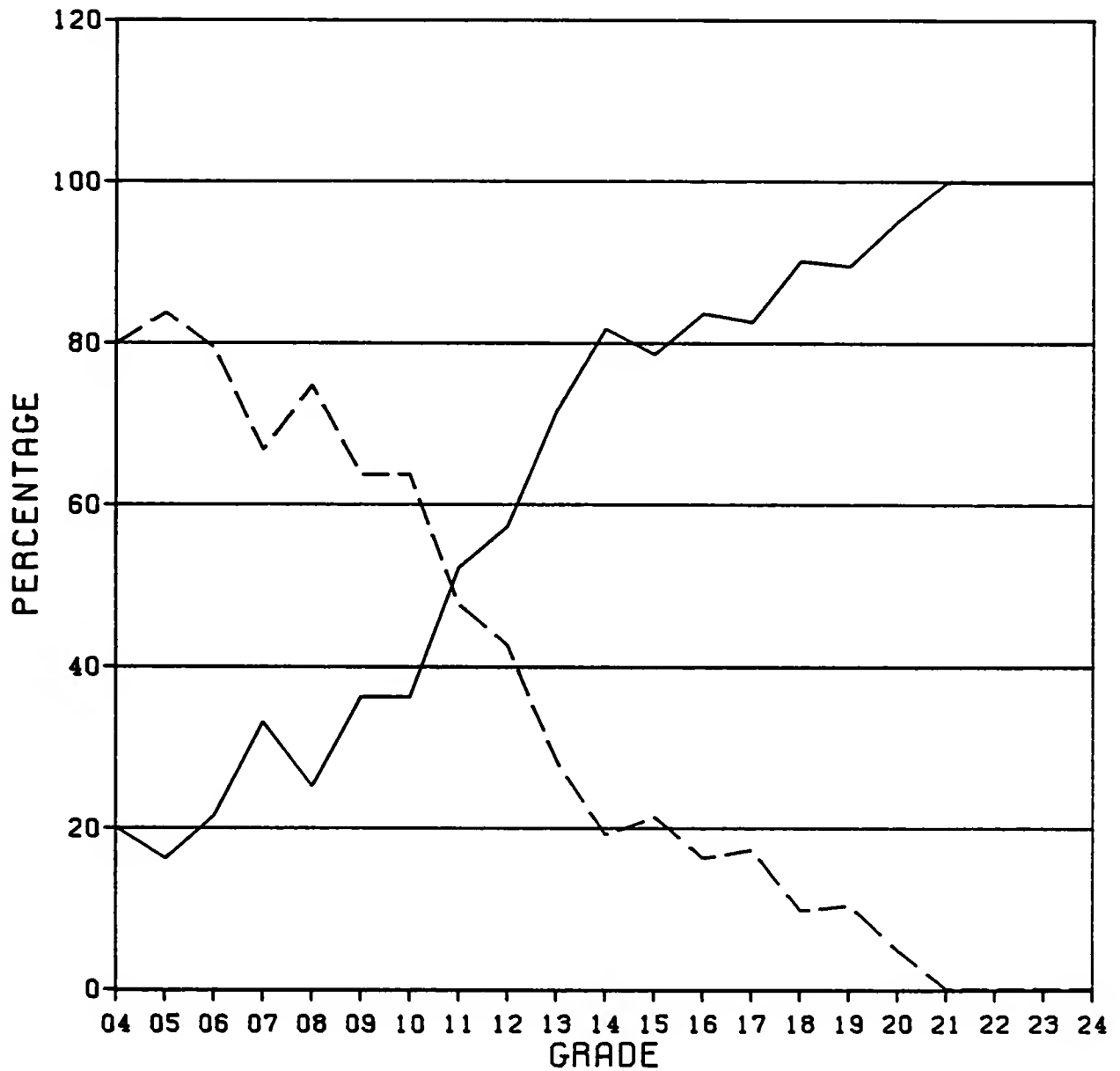
APPENDIX A

State Summary Statistics



# PERMANENT EMPLOYEES

## BY SEX & PAY GRADE



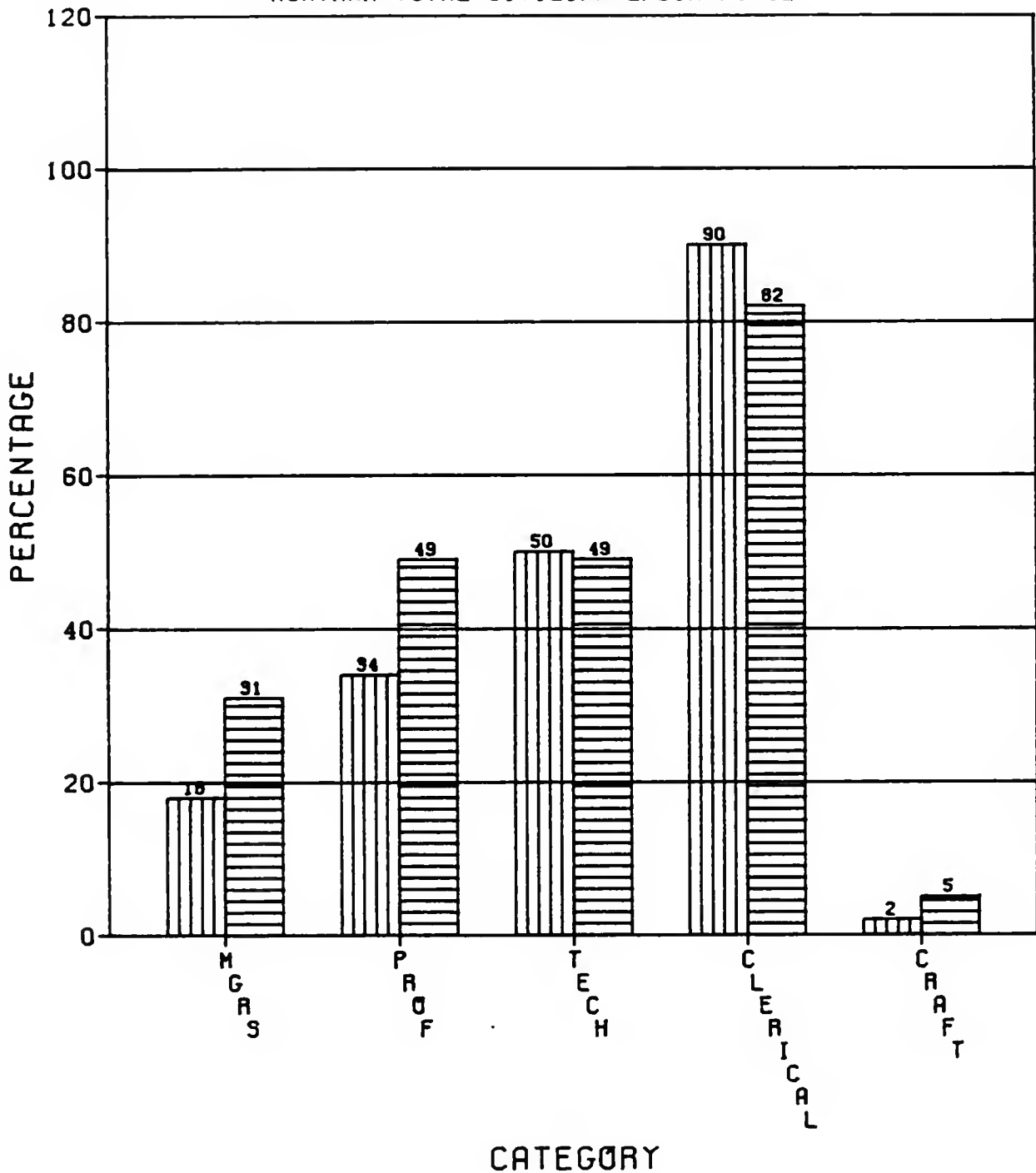
— MALE  
--- FEMALE

# REPRESENTATION OF FEMALES

IN MONTANA STATE GOV'T

COMPARED TO

MONTANA TOTAL CIVILIAN LABOR FORCE

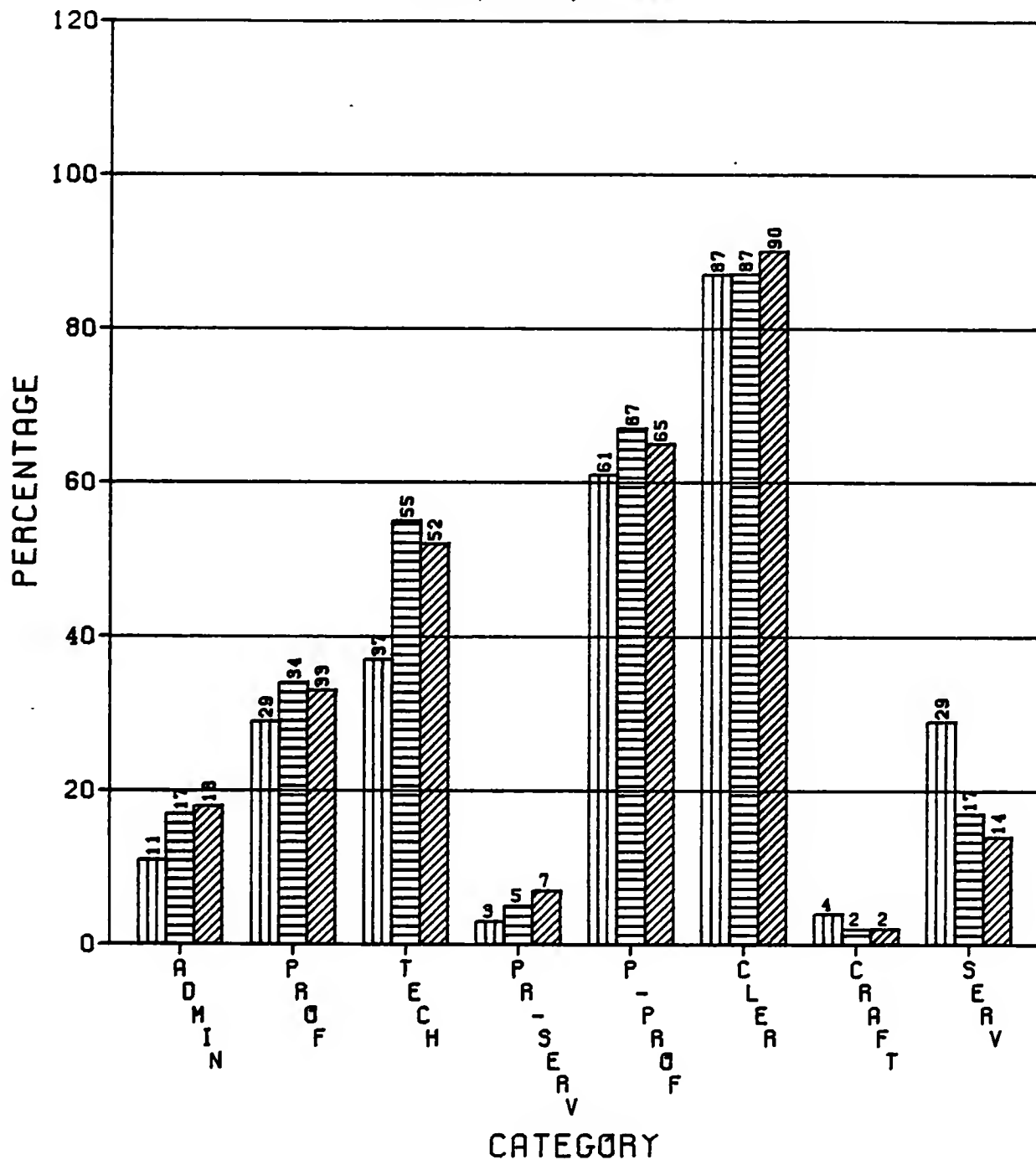





▨ STATE GOV'T 6-30-84

▨ MONT. CIV. LABOR FORCE 1980

# EMPLOYMENT OF WOMEN

PERCENTAGE BY CATEGORY, PERMANENT FULL-TIME  
1975, 1983, 1984

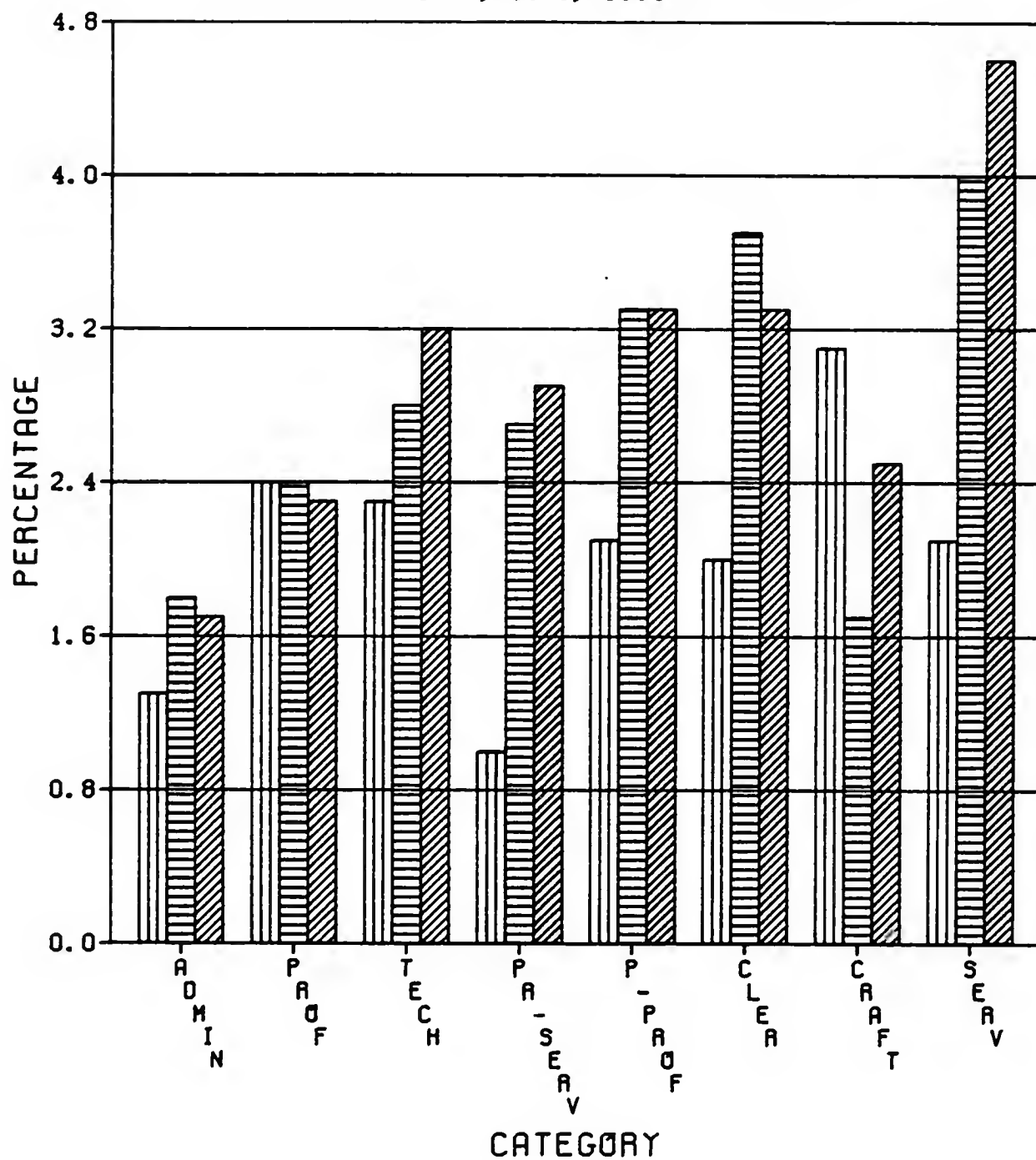


 1975  
 1983  
 1984

# EMPLOYMENT OF MINORITIES

PERCENTAGE BY CATEGORY, PERMANENT FULL-TIME

1975, 1983, 1984



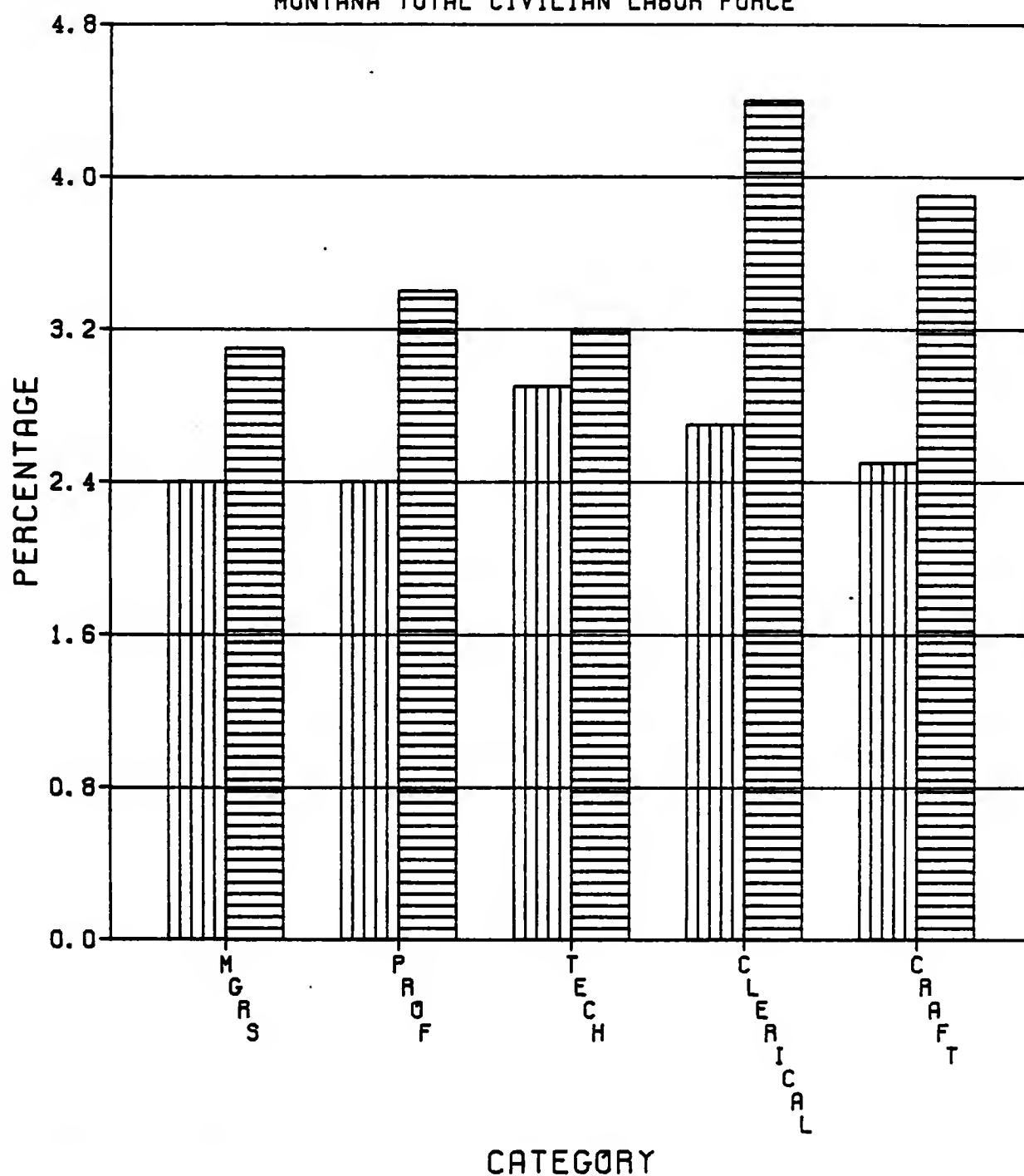
1975  
1983  
1984

# REPRESENTATION OF MINORITIES

IN MONTANA STATE GOV'T

COMPARED TO

MONTANA TOTAL CIVILIAN LABOR FORCE



STATE GOV'T 6-30-84

MONT. CIV. LABOR FORCE 1980

SUMMARY OF DISCRIMINATION CASES FILED AGAINST STATE GOVERNMENT  
With The Human Rights Commission

SUMMARY OF CASES FILED AGAINST STATE GOVERNMENT

	<u>Total</u>	<u>State Agencies</u>	<u>University System</u>
FY 1982	56	51*	4
FY 1983	30	22	8
FY 1984	36	28	8

\* 29 of these were in a class action

FY84

<u>Basis of Discrimination*</u>		<u>Area of Discrimination*</u>	
Sex	21	Employment	33
Age	9	Accommodation	1
Race	7	Retaliation	2
Handicap	7	Terms/Conditions	2
Political Belief	2	Failure to Hire	11
Marital Status	0	Termination	11
Religion	0	Demotion	3
		Sexual Harassment	1
		Failure to Promote	5
		Equal Pay	1

Status of Cases:      22 under investigation  
                              1 under conciliation  
                              2 pending review  
                              3 settled  
                              8 no cause

\* A complaint can involve multiple bases and areas of discrimination.

Sex discrimination continues to be the main basis of discrimination complaints against the state in 1984 accounting for almost 60% of the cases. Although there was a 20% increase in cases filed during fiscal year 1984, it is quite a bit less than the 35% increase overall by the Montana Human Rights Commission.



## APPENDIX B

Agency Profiles  
(Presented in Alphabetic Order)



**1984 Agency Statistical Profile**  
Data as of June 30, 1984

Agency Administration Last Affirmative Action Plan 1984

EEO Officer Barb Kain Remarks

EEO Category	Current Employees			New Hires			Promotions In			Terminations		
	Total	Fe	Min	Hnd	Total	Fe	Min	Hnd	Total	Fe	Min	Hnd
Officials/Admin-istrators	32	3	1	1	1	0	0	0	6	3	1	0
Professional Specialty	183	56	1	3	32	6	0	1	11	8	0	1
Technicians	51	40	1	1	7	3	0	0	9	8	0	0
Protective Service Workers	15	1	0	1	6	1	0	0	0	0	0	0
Para-Professionals	NA											
Clerical	107	92	3	3	34	27	1	1	1	1	0	0
Skilled Craft	9	2	0	0	0	0	0	0	0	0	0	0
Service/Maintenance	29	2	3	0	5	1	0	0	1	0	0	0
Dept. Total	426	196	9	9	85	38	1	2	28	20	1	1

INCLUDES PERMANENT FULL-TIME AND PART-TIME EMPLOYEES.

1984 Agency Statistical Profile  
Data as of June 30, 1984

Agency Agriculture Last Affirmative Action Plan 1984

EEO Officer Mary Evans Remarks

EEO Category	Current Employees			New Hires			Promotions In			Terminations		
	Total	Fe	Min	Hnd	Total	Fe	Min	Hnd	Total	Fe	Min	Hnd
Officials/Admin-istrators	12	1	0	0	0	0	0	0	0	0	0	0
Professional Specialty	29	5	1	0	6	1	1	0	2	0	0	0
Technicians	14	5	0	0	4	3	0	0	2	1	0	0
Protective Service Workers	NA											
Para-Professionals	1	1	0	0	0	0	0	0	0	1	0	0
Clerical	17	16	1	0	4	4	0	0	1	1	1	0
Skilled Craft	NA											
Service/Maintenance	NA											
Dept. Total	73	28	2	0	14	8	1	0	5	2	1	0

INCLUDES PERMANENT FULL-TIME AND PART-TIME EMPLOYEES.

**1984 Agency Statistical Profile**  
Data as of June 30, 1984

Agency _____	Commerce	Last Affirmative Action Plan	1984
EEO Officer _____	Mike Mikota	Remarks _____	

EEO Category	Current Employees			New Hires			Promotions In			Terminations		
	Total	Fe	Min	Hnd	Total	Fe	Min	Hnd	Total	Fe	Min	Hnd
Officials/Admin-istrators	25	3	0	0	8	0	0	0	1	0	0	0
Professional Specialty	115	31	5	1	52	14	2	1	4	1	0	0
Technicians	32	22	2	0	5	3	1	0	4	2	0	0
Protective Service Workers	1	0	0	0	0	0	0	0	0	0	0	0
Para-Professionals	1	1	0	0	1	1	0	0	0	0	0	0
Clerical	29	28	0	1	14	12	0	0	1	1	0	0
Skilled Craft	1	0	0	0	0	0	0	0	0	0	0	0
Service/Maintenance	1	0	0	0	0	0	0	0	0	0	0	0
Dept. Total	205	85	7	2	80	30	3	1	10	4	0	0

INCLUDES PERMANENT FULL-TIME AND PART-TIME EMPLOYEES.

1984 Agency Statistical Profile  
Data as of June 30, 1984

Agency Education Last Affirmative Action Plan 1984

EEO Officer various Remarks includes Historical Society, State Lib., School for Deaf & Blind, Fire Svc Trng School.

EEO Category	Current Employees			New Hires			Promotions In			Terminations		
	Total	Fe	Min Hnd	Total	Fe	Min Hnd	Total	Fe	Min Hnd	Total	Fe	Min Hnd
Officials/Admin-istrators	10	3	0 1	0	0	0 0	1	0	0 1	1	0	0 0
Professional Specialty	83	50	1 9	18	10	0 3	9	6	1 3	6	3	0 0
Technicians	22	18	0 1	10	5	0 1	4	3	0 0	5	3	0 0
Protective Service Workers	NA											
Para-Professionals	41	35	1 10	6	5	0 1	31	24	0 6	6	5	0 1
Clerical	2	1	0 0	3	3	0 0	0	0	0 0	1	1	0 0
Skilled Craft	2	1	0 0	3	3	0 0	0	0	0 0	1	1	0 0
Service/Maintenance	7	1	0 2	4	0	0 0	2	1	0 1	2	0	0 0
Dept. Total	191	130	2 25	48	30	0 6	50	37	1 11	26	17	0 1

INCLUDES PERMANENT FULL-TIME AND PART-TIME EMPLOYEES.

**1984 Agency Statistical Profile**  
Data as of June 30, 1984

Agency Fish, Wildlife & Parks Last Affirmative Action Plan 1984

EEO Officer Olive Price Remarks \_\_\_\_\_

EEO Category	Current Employees			New Hires			Promotions In			Terminations		
	Total	Fe	Min	Hnd	Total	Fe	Min	Hnd	Total	Fe	Min	Hnd
Officials/Admin-istrators	28	1	0	0	3	0	0	0	2	0	0	0
Professional Specialty	270	19	1	2	10	2	0	2	5	1	0	0
Technicians	55	23	1	0	3	2	1	0	3	2	0	0
Protective Service Workers	79	1	0	0	2	0	0	0	2	0	0	0
Para-Professionals	1	1	1	0	2	0	0	0	0	0	0	0
Clerical	29	28	0	1	9	9	0	0	0	0	0	0
Skilled Craft	1	0	0	0	0	0	0	0	0	0	0	0
Service/Maintenance	21	3	0	0	2	0	0	0	1	0	0	0
Dept. Total	384	76	3	3	31	13	1	2	13	3	0	0

INCLUDES PERMANENT FULL-TIME AND PART-TIME EMPLOYEES.

1984 Agency Statistical Profile  
Data as of June 30, 1984

Agency \_\_\_\_\_ Governor's Office \_\_\_\_\_ Last Affirmative Action Plan 1984

EEO Officer \_\_\_\_\_ Mary Jo Murray \_\_\_\_\_ Remarks \_\_\_\_\_

EEO Category	Current Employees			New Hires			Promotions In			Terminations		
	Total	Fe	Min	Hnd	Total	Fe	Min	Hnd	Total	Fe	Min	Hnd
Officials/Admin-istrators	7	2	1	0	1	1	0	0	0	0	0	0
Professional Specialty	28	10	0	0	5	1	0	0	0	1	0	0
Technicians	3	3	0	0	1	1	0	0	0	0	0	0
Protective Service Workers	NA											
Para-Professionals	4	4	0	0	1	1	0	0	0	0	0	0
Clerical	12	11	0	0	5	4	0	0	0	2	1	0
Skilled Craft	NA											
Service/Maintenance	2	2	0	0	0	0	0	0	0	0	0	0
Dept. Total	56	32	1	0	13	8	0	0	0	3	1	0

INCLUDES PERMANENT FULL-TIME AND PART-TIME EMPLOYEES.



**1984 Agency Statistical Profile**  
Data as of June 30, 1984

Agency Health & Environmental Sciences Last Affirmative Action Plan 1984

EEO Officer Melva Rude Remarks \_\_\_\_\_

EEO Category	Current Employees			New Hires			Promotions In			Terminations		
	Total	Fe	Min	Max	Total	Fe	Min	Max	Total	Fe	Min	Max
Officials/Administrators	28	3	2	1	0	0	0	0	1	1	0	0
Professional Specialty	119	36	3	0	9	3	0	0	4	4	0	0
Technicians	26	24	0	0	0	0	0	0	2	2	0	0
Protective Service Workers	NA											
Para-Professionals	2	2	0	0	0	0	0	0	0	0	0	0
Clerical	43	38	2	1	11	8	1	0	1	1	0	0
Skilled Craft	NA											
Service/Maintenance	NA											
Dept. Total	218	103	7	2	20	11	1	0	8	8	0	0

INCLUDES PERMANENT FULL-TIME AND PART-TIME EMPLOYEES.

**1984 Agency Statistical Profile**  
Data as of June 30, 1984

Agency Highways Last Affirmative Action Plan 1984

EEO Officer Betty Taylor Remarks \_\_\_\_\_

EEO Category	Current Employees			New Hires			Promotions In			Terminations		
	Total	Fe	Min	Hnd	Total	Fe	Min	Hnd	Total	Fe	Min	Hnd
Officials/Administrators	59	3	1	2	2	0	0	0	4	1	0	0
Professional Specialty	300	36	11	11	20	6	0	0	23	6	0	1
Technicians	466	60	21	27	33	3	3	1	20	13	0	0
Protective Service Workers	76	11	3	1	14	2	1	0	4	3	0	0
Para-Professionals	36	1	0	0	1	0	0	0	4	0	0	0
Clerical	90	68	3	3	42	39	2	0	11	9	1	0
Skilled Craft	356	1	11	7	9	0	0	0	22	0	1	0
Service/Maintenance	306	8	20	11	18	1	0	0	14	0	1	0
Dept. Total	1689	188	70	62	139	51	6	1	102	32	3	1
									127	30	7	8

INCLUDES PERMANENT FULL-TIME AND PART-TIME EMPLOYEES.

**1984 Agency Statistical Profile**  
Data as of June 30, 1984

Agency _____	Institutions _____	Last Affirmative Action Plan _____ 1984*
EEO Officer _____	Virgil Dixon _____	*No A.A. plans from Montana State Hospital Remarks _____ and Boulder River School _____

EEO Category	Current Employees				New Hires				Promotions In				Terminations			
	Total	Fe	Min	Hnd	Total	Fe	Min	Hnd	Total	Fe	Min	Hnd	Total	Fe	Min	Hnd
Officials/Admin-istrators	52	9	0	0	1	1	0	0	4	0	0	0	5	2	0	0
Professional Specialty	405	189	10	8	60	35	1	1	19	7	0	0	79	36	0	2
Technicians	346	229	8	8	40	34	1	1	40	16	4	1	55	37	0	0
Protective Service Workers	183	19	6	7	43	5	1	1	3	0	1	0	38	1	4	0
Para-Profes-sionals	711	443	21	7	129	81	4	1	51	30	5	0	127	86	4	3
Clerical	148	140	1	2	21	20	0	0	9	8	0	0	17	17	0	0
Skilled Craft	92	4	1	3	8	0	1	1	5	1	0	0	10	1	0	1
Service/Mainte-nance	202	66	4	6	21	6	0	1	24	12	0	0	30	11	1	0
Dept. Total	2139	1099	51	41	323	182	8	6	155	74	10	1	361	191	9	6

INCLUDES PERMANENT FULL-TIME AND PART-TIME EMPLOYEES.

1984 Agency Statistical Profile  
Data as of June 30, 1984

Agency Justice Last Affirmative Action Plan 1984

EEO Officer Howard Hammer Remarks \_\_\_\_\_

EEO Category	Current Employees			New Hires			Promotions In			Terminations		
	Total	Fe	Min	Hnd	Total	Fe	Min	Hnd	Total	Fe	Min	Hnd
Officials/Admin-istrators	30	1	0	0	2	0	0	0	3	0	0	0
Professional Specialty	89	23	0	0	10	1	0	0	5	0	0	0
Technicians	78	34	3	1	4	3	0	0	3	2	1	0
Protective Service Workers	158	5	5	0	5	2	1	0	0	0	0	0
Para-Professionals	NA											
Clerical	164	157	6	1	38	33	2	1	1	1	0	0
Skilled Craft	NA											
Service/Maintenance	1	0	0	0	0	0	0	0	0	0	0	0
Dept. Total	520	220	14	2	59	39	3	1	12	3	1	0
									61	47	0	1

INCLUDES PERMANENT FULL-TIME AND PART-TIME EMPLOYEES.

**1984 Agency Statistical Profile**  
Data as of June 30, 1984

Agency Labor & Industry Last Affirmative Action Plan 1984

EEO Officer Russ Peery Remarks \_\_\_\_\_

EEO Category	Current Employees			New Hires			Promotions In			Terminations		
	Total	Fe	Min Hnd	Total	Fe	Min Hnd	Total	Fe	Min Hnd	Total	Fe	Min Hnd
Officials/Admin-istrators	48	10	0 3	1	0	0 0	11	3	0 0	6	0	0 1
Professional Specialty	416	145	13 48	40	8	0 4	16	11	0 1	43	15	3 5
Technicians	48	40	0 3	3	1	0 0	13	10	0 0	8	7	1 0
Protective Service Workers	NA											
Para-Professionals	10	10	0 1	0	0	0 0	0	0	0 0	0	0	0 0
Clerical	175	162	7 9	60	54	1 1	1	1	0 0	43	39	3 0
Skilled Craft	NA											
Service/Maintenance	1	0	0 0	1	0	0 0	0	0	0 0	0	0	0 0
Dept. Total	698	367	20 64	105	63	1 5	41	25	0 1	100	61	7 6

INCLUDES PERMANENT FULL-TIME AND PART-TIME EMPLOYEES.

1984 Agency Statistical Profile  
Data as of June 30, 1984

Agency Livestock Last Affirmative Action Plan 1984

EEO Officer Cecil Greenfield Remarks

EEO Category	Current Employees			New Hires			Promotions In			Terminations		
	Total	Fe	Min	Hnd	Total	Fe	Min	Hnd	Total	Fe	Min	Hnd
Officials/Admin-istrators	7	1	0	1	0	0	0	0	0	2	0	0
Professional Specialty	46	5	1	1	2	0	0	0	2	0	0	0
Technicians	36	9	0	0	2	0	0	0	1	1	0	0
Protective Service Workers	NA											
Para-Professionals	5	3	0	0	2	1	0	0	0	2	1	0
Clerical	23	23	0	0	5	5	0	0	0	4	4	0
Skilled Craft	NA											
Service/Maintenance	NA											
Dept. Total	117	41	1	2	11	6	0	0	3	1	0	0

INCLUDES PERMANENT FULL-TIME AND PART-TIME EMPLOYEES.

**1984 Agency Statistical Profile**  
Data as of June 30, 1984

Agency Military Affairs Last Affirmative Action Plan 1984

EEO Officer Maj. Kenneth Cottrill Remarks \_\_\_\_\_

EEO Category	Current Employees			New Hires			Promotions In			Terminations		
	Total	Fe	Min	Hnd	Total	Fe	Min	Hnd	Total	Fe	Min	Hnd
Officials/Admin-istrators	5	0	0	0	1	0	0	0	0	0	0	0
Professional Specialty	17	2	0	0	3	0	0	0	1	1	0	0
Technicians	12	4	1	0	10	2	1	0	2	2	0	0
Protective Service Workers	13	1	1	0	4	0	0	0	0	0	0	0
Para-Professionals	NA											
Clerical	16	14	1	0	13	12	0	0	1	1	0	0
Skilled Craft	4	0	0	0	0	0	0	0	0	0	0	0
Service/Maintenance	8	0	1	0	3	0	0	1	0	0	0	1
Dept. Total	75	21	4	0	34	14	1	1	4	4	0	1

INCLUDES PERMANENT FULL-TIME AND PART-TIME EMPLOYEES.

**1984 Agency Statistical Profile**  
Data as of June 30, 1984

Agency Natural Resources Last Affirmative Action Plan 1984

EEO Officer Jane Reed Benson Remarks \_\_\_\_\_

EEO Category	Current Employees			New Hires			Promotions In			Terminations		
	Total	Fe	Min	Hnd	Total	Fe	Min	Hnd	Total	Fe	Min	Hnd
Officials/Admin-istrators	19	3	0	0	0	0	0	0	1	0	0	0
Professional Specialty	108	26	2	1	14	7	0	0	1	0	0	0
Technicians	63	26	2	1	10	2	0	1	5	4	0	0
Protective Service Workers	NA											
Para-Professionals	1	0	0	0	0	0	0	0	0	0	0	0
Clerical	40	39	1	1	8	8	1	0	2	2	0	0
Skilled Craft	NA											
Service/Maintenance	NA											
Dept. Total	231	94	5	3	32	17	1	1	9	6	0	0
									40	25	0	1

INCLUDES PERMANENT FULL-TIME AND PART-TIME EMPLOYEES.



1984 Agency Statistical Profile  
Data as of June 30, 1984

Agency \_\_\_\_\_ Public Service Regulation \_\_\_\_\_ Last Affirmative Action Plan \_\_\_\_\_ 1984

EEO Officer \_\_\_\_\_ Madeline Cottrill \_\_\_\_\_ Remarks \_\_\_\_\_

EEO Category	Current Employees			New Hires			Promotions In			Terminations		
	Total	Fe	Min	Hnd	Total	Fe	Min	Hnd	Total	Fe	Min	Hnd
Officials / Admin-istrators	8	3	0	0	0	0	0	0	0	0	0	0
Professional Specialty	14	5	0	0	1	0	0	0	0	1	1	0
Technicians	14	3	0	1	6	0	0	1	0	0	0	0
Protective Service Workers	NA											
Para-Professionals	NA											
Clerical	6	6	0	0	2	2	0	0	0	0	3	0
Skilled Craft	NA											
Service/Maintenance	NA											
Dept. Total	42	17	0	1	9	2	0	1	0	0	4	0

INCLUDES PERMANENT FULL-TIME AND PART-TIME EMPLOYEES.

**1984 Agency Statistical Profile**  
Data as of June 30, 1984

Agency		Revenue		Last Affirmative Action Plan				1984								
EEO Officer		John Clark		Remarks												
EEO Category	Current Employees			New Hires			Promotions In			Terminations						
	Total	Fe	Min	Hnd	Total	Fe	Min	Hnd	Total	Fe	Min	Hnd				
Officials/Admin-istrators	35	3	0	0	2	2	0	0	2	0	0	0	3	1	0	0
Professional Specialty	139	45	1	1	26	5	1	0	10	7	0	0	20	7	0	0
Technicians	238	122	5	3	24	9	1	0	21	15	2	0	34	23	2	0
Protective Service Workers	NA															
Para-Profes-sionals	4	4	0	0	0	0	0	0	3	3	0	0	0	0	0	0
Clerical	379	317	17	6	64	55	2	2	4	2	1	0	110	77	15	2
Skilled Craft	NA															
Service/Mainte-nance	10	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Dept. Total	805	492	23	10	117	71	4	2	40	27	3	0	167	108	17	2

INCLUDES PERMANENT FULL-TIME AND PART-TIME EMPLOYEES.

**1984 Agency Statistical Profile**  
Data as of June 30, 1984

Agency Secretary of State Last Affirmative Action Plan 1984

EEO Officer Peggy Olson Remarks \_\_\_\_\_

EEO Category	Current Employees			New Hires			Promotions In			Terminations		
	Total	Fe	Min Hnd	Total	Fe	Min Hnd	Total	Fe	Min Hnd	Total	Fe	Min Hnd
Officials/Administrators	4	1	0 0 0	1	0	0 0 0	0	0	0 0 0	1	1	0 0 0
Professional Specialty	5	3	0 0 0	0	0	0 0 0	0	0	0 0 0	1	0	0 0 0
Technicians	5	5	0 0 0	0	0	0 0 0	0	0	0 0 0	0	0	0 0 0
Protective Service Workers	NA											
Para-Professionals	6	5	0 0 0	3	3	0 0 0	2	2	0 0 0	5	5	0 0 0
Clerical	12	11	0 0 0	6	5	0 0 0	0	0	0 0 0	3	3	0 0 0
Skilled Craft	NA											
Service/Maintenance	NA											
Dept. Total	32	25	0 0 0	10	8	0 0 0	2	2	0 0 0	10	9	0 0 0

INCLUDES PERMANENT FULL-TIME AND PART-TIME EMPLOYEES.

**1984 Agency Statistical Profile**  
Data as of June 30, 1984

Agency	Social & Rehabilitation Services	Last Affirmative Action Plan	1984
EEO Officer	Jean Bond	Remarks	

EEO Category	Current Employees			New Hires			Promotions In			Terminations		
	Total	Fe	Min	Hnd	Total	Fe	Min	Hnd	Total	Fe	Min	Hnd
Officials/Administrators	64	26	2	4	0	0	0	0	3	3	0	0
Professional Specialty	434	242	10	24	64	31	1	2	12	8	1	1
Technicians	255	241	11	4	10	8	0	0	28	26	0	1
Protective Service Workers	NA											
Para-Professionals	94	93	8	2	8	8	1	0	3	3	1	0
Clerical	202	195	8	9	57	52	2	2	7	7	0	1
Skilled Craft	1	0	0	0	0	0	0	0	0	0	0	0
Service/Maintenance	NA											
Dept. Total	1050	797	39	43	139	99	4	4	53	47	2	3
									121	98	12	5

INCLUDES PERMANENT FULL-TIME AND PART-TIME EMPLOYEES.

**1984 Agency Statistical Profile**  
Data as of June 30, 1984

Agency State Auditor Last Affirmative Action Plan None Filed

EEO Officer None Assigned Remarks \_\_\_\_\_

EEO Category	Current Employees			New Hires			Promotions In			Terminations		
	Total	Fe	Min	Hnd	Total	Fe	Min	Hnd	Total	Fe	Min	Hnd
Officials/Admin-istrators	11	7	0	0	0	0	0	0	0	0	0	0
Professional Specialty	15	8	0	0	4	2	0	0	0	2	0	0
Technicians	10	10	0	0	1	1	0	0	2	2	0	0
Protective Service Workers	NA											
Para-Profes-sionals	NA											
Clerical	20	17	0	0	4	4	0	0	1	1	0	0
Skilled Craft	NA											
Service/Mainte-nance	NA											
Dept. Total	56	42	0	0	9	7	0	0	3	3	0	0

INCLUDES PERMANENT FULL-TIME AND PART-TIME EMPLOYEES.

1984 Agency Statistical Profile  
Data as of June 30, 1984

Agency State Lands Last Affirmative Action Plan 1984

EEO Officer Gary Willis Remarks

EEO Category	Current Employees			New Hires			Promotions In			Terminations		
	Total	Fe	Min	Hnd	Total	Fe	Min	Hnd	Total	Fe	Min	Hnd
Officials/Admin-istrators	25	2	1	3	0	0	0	0	0	0	0	0
Professional Specialty	100	8	1	3	5	1	0	0	1	0	0	0
Technicians	46	14	1	1	4	0	0	0	5	1	0	0
Protective Service Workers	NA											
Para-Professionals	NA											
Clerical	21	21	0	0	6	6	0	0	0	0	0	0
Skilled Craft	8	0	0	0	2	0	0	0	0	0	0	0
Service/Maintenance	21	9	0	0	2	0	0	0	0	0	0	0
Dept. Total	221	54	3	7	19	7	0	0	6	1	0	0

INCLUDES PERMANENT FULL-TIME AND PART-TIME EMPLOYEES.

**1984 Agency Statistical Profile**  
Data as of June 30, 1984

Agency Superintendent of Public Instruction Last Affirmative Action Plan 1984

EEO Officer Marilyn Miller Remarks

EEO Category	Current Employees			New Hires			Promotions In			Terminations		
	Total	Fe	Min Hnd	Total	Fe	Min Hnd	Total	Fe	Min Hnd	Total	Fe	Min Hnd
Officials/Admin-istrators	13	2	1 3	2	0	0 0	0	0	0 0	0	0	0 0
Professional Specialty	49	24	5 0	4	3	0 0	1	0	0 0	4	2	0 1
Technicians	35	32	4 2	3	2	0 1	3	2	1 0	2	2	0 0
Protective Service Workers	NA											
Para-Professionals	2	2	0 0	0	0	0 0	1	0	0 0	0	0	0 0
Clerical	21	15	2 0	5	4	0 0	1	0	0 0	6	3	0 1
Skilled Craft	1	1	0 0	1	1	0 0	0	0	0 0	0	0	0 0
Service/Maintenance	NA											
Dept. Total	121	76	12 5	15	10	0 1	6	2	1 0	12	7	0 2

INCLUDES PERMANENT FULL-TIME AND PART-TIME EMPLOYEES.





## APPENDIX C

### GLOSSARY OF TERMS

Adverse Impact - Results of a neutral, equally-applied employment practice which are more unfavorable for applicants or employees of one race or sex than for others. A practice (such as requiring a high school diploma) which has a disparate impact (disqualifies disproportionate numbers of minority applicants) is unlawfully discriminatory unless it can be shown to serve an essential business purpose (i.e., produce better performing employees.)

Affected Class - A group of people with a common characteristic such as race or sex who currently suffer employment discrimination or suffer the continuing effects of past discrimination. The term generally refers to women and minority group members, as well as to the handicapped.

Affirmative Action Plan - A result-oriented management plan with specific goals, timetables and assigned responsibilities for correcting deficiencies in the employment of minorities and women and for assuring that potential handicapped applicants are informed of job opportunities and are adequately considered.

American Indian/Alaskan Native Racial/Ethnic Group - A person having origins in any of the original people of North America who maintains cultural identification through tribal affiliation or community recognition.

Applicant Flow Analysis - An analysis of whether or not minority and female applicants are applying for jobs in representative numbers, whether those who apply are selected in representative numbers, and if not, what part of the selection process is responsible.

Asian/Pacific Islander Racial/Ethnic Group - A person having origins in any of the original people of the far East, Southeast Asia, the Indian subcontinent, or the Pacific Islands. This area includes, for example, China, India, Japan, Korea, the Philippines and Samoa.

Availability - The minority/female/handicapped percentage of all persons with the required education, training, and experience needed by an agency for a particular job or job group who are in a specified area of recruitment.

Black Racial/Ethnic Group - A person having origins in one of the black racial groups of Africa.

Bona Fide Occupational Qualification - A job requirement which although normally unlawfully discriminatory, is lawful because it can be shown to be essential to the safe and efficient performance of the job. This would include essential requirements for a particular sex, physical or mental condition, age, range, national origin or religion. Requirements for a particular sex can rarely be shown to be essential; racial requirements are never essential.

EE0-4 Category - One of eight (8) occupational categories reported on the federally-required annual EE0-4 report. These eight categories are: officials and administrators; professionals; technicians; protective service workers; paraprofessionals; office and clerical; skilled craft workers; and service-maintenance. Each category is reported by race, sex, and salary range.

Handicap - For purposes of these guidelines, a handicap is a physical or mental condition which limits a major activity such as walking, caring for oneself, seeing, hearing, speaking, learning or breathing which limits ability to find and hold employment.

Hispanic - A person of Mexican, Puerto Rican, Cuban, Central or South American or other Spanish Culture or origin, regardless of race.

Minority - A segment of the population which differs from others in racial or national origin characteristics and which suffers from discrimination. This includes: blacks, Hispanics, Asian/Pacific Islanders and American Indian/Alaskan Natives.

Race/Sex Conscious Selection Procedures - Procedures which take race and sex into consideration along with qualifications in determining what applicants will advance through the selection process and be finally selected. These procedures may be lawfully used when they are established as temporary measures to correct demonstrable underutilization provided they do not present an absolute bar to the employment or advancement of persons of other races or other sex.

Reasonable Accommodation - An employer obligation to modify facilities to insure accessibility of handicapped persons or provide special equipment, modify existing equipment, or restructure a job to permit an otherwise qualified handicapped applicant or employee to hold employment except where accommodation needed would be too costly or substantially reduce the safe and efficient operation of the agency.

Underutilization - Employment situations in which there are significantly fewer persons of a particular group (i.e., women or minorities) serving at a particular level or holding a particular kind of position than might be expected when compared to their availability.

Uniform Selection Guidelines - Guidelines adopted in 1978 by the Equal Employment Opportunity Commission, Civil Service Commission, U.S. Department of Labor, and the U.S. Department of Justice for implementing uniform employee selection procedures which insure that unlawful discrimination in employment practices does not occur.

White Racial/Ethnic Group - A person having origins in any of the original peoples of Europe, North Africa, or the Middle East.



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